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Security Information

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3 November 1952

MEMORANDUM FOR: CHIEF, OPERATIONS DIVISION

SUBJECT : Psychological Strategy Board Reports to the National Security Council

I am recording herewith my views with respect to future reporting on the progress of psychological programs for the PSB report to the NSC.

General:

1. Reports will be semi-annual and annual, instead of quarterly. (I presume at the end of the calendar year and at the end of the fiscal year; next due date - on or about 15 January 1953.)

2. The PSB approved the first quarterly report for the NSC on 30 October, not without changes and emendations being made up to the last minute, which involved State, Defense, and NSA drafters' getting together to eliminate negative or derogatory aspects in their respective parts of the report. (This had influenced a negative tone to certain parts of the PSB summary.) The whole procedure led State to make a plea to the PSB Staff for a format for reporting, rather than the present questionnaire method. I believe it will still embody the four broad questions of the recent questionnaire, however, and they should serve as our future guide for extraction of material from monthly reports.

Specific:

3. I believe that if our reporting system is worth anything it should serve the purpose of providing data for reports to higher echelons and, therefore, suggest the following procedural technique:

a. The Operational Summaries should not only reflect factual conditions, but a degree of evaluative analysis as to exactly what the facts mean in relation to progress and psychological impact. The initial working draft should be

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compiled from the Monthly Operational Summaries as a compendium of the psychological program. This should be a work sheet document to be made available to the Reassessment Section. It is, in essence, similar to the first draft prepared for the last quarterly report. (Circulated to the staffs, only, for comment.)

b. This paper should then be reworked into an evaluative summation of our psychological progress during the past reporting period--so drafted as to be the official CIA annex for the NSC and not subject to reinterpretation and redrafting by the PSB Staff. It should then be circulated to the PP Staff of each Area Division, FM Staff, and the Staff Divisions of the PP Staff for their comment and review. (Experience indicates that a minimum of one week is required for this phase and, preferably, ten days should be allotted.)

c. The paper should then be rewritten within the Operations Division and copies submitted to the senior staff elements for approval (DCPP, DFO, SPP). CFP should, after receiving his staff's recommendations, clear the draft with DD/P prior to submission to the Director, PSB. Approval at the DD/P level should obviate any necessity for the PSB Staff's rewriting or resubmitting the paper prior to circulation for Board approval. (Experience indicates that a period of 3 days should be allotted.)

d. The transmittal letter to the PSB should forward the report as an official CIA report to be incorporated as the "EYES ONLY" annex of the PSB report to the NSC. The pressure of time has heretofore necessitated the furnishing of an unofficial working draft to the PSB Staff.

4. Experience with the annual report and the first quarterly report has indicated the need for budgeting the time most carefully in order to meet the deadline. The procedure outlined above is systematic and geared to a regular reporting system, permitting the Area Divisions review and comment of a draft report. An ad hoc method would be to call directly upon the Area Divisions for submission of a report which follows a prescribed format and established criteria. In my opinion, the Area Divisions would be justified in objecting to this method, since they already have a monthly reports requirement placed upon them.

5. The quarterly

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5. The quarterly report just submitted is to serve a duplicate purpose, in that it will be used by the NSC Staff and will also become a part of a briefing package for the new administration. If the quarterly report had not been prepared, we would have had to submit a special report, anyway, because of the latter circumstances.

6. I desire to emphasize that the PSB criteria for this report excluded performance or budgetary statistics. Our own criteria should provide a true effort to evaluate the psychological impact, rather than a strict report of accomplishments, and calls for a delicate balancing between what has been done and the contribution of the effort towards advancing the national objectives. As an aside, it seemed that every negative aspect or obstacle that was indicated in our last report rose to the fore in the PSB rewrite, which made these factors then stand out like a sore thumb. This necessitated a complete reworking of the paper and actually made the previous man-hours of work rather fruitless. Our report should be balanced, avoiding alibi connotations or overly optimistic predictions. It has been this latest experience that has caused me to set forth these views which may facilitate systematic and effective reporting for the future.

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